



**TO EACH MEMBER OF THE  
EXECUTIVE**

18 August 2011

Dear Councillor

**EXECUTIVE - TUESDAY 23 AUGUST 2011**

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following additional reports:-

**7. Forward Plan of Key Decisions**

Since the publication of the Executive Agenda the Executive Forward Plan for 1 September 2011 to 31 August 2012 has been published and attached to enable the Executive to consider the most up to date version.

**10. Home Care Provision to 4 Extra Care Sheltered Housing schemes**

Attached is a copy of the Home Care Provision to 4 Extra Care Sheltered Housing Schemes report that was marked "to follow" in the Executive Agenda.

**13. ICT Infrastructure Capital Scheme for ICT Stability**

Appendix A to this report which has been sent out at agenda item EX5 is not exempt and can be considered in public. A copy of Appendix A is attached.

**17. Luton and southern Central Bedfordshire Core Strategy - Guidance for Development Management**

Recommendation 3 on page 175 refers to agenda item 10 of the Joint Committee meeting held on 29 July 2011, this should refer to item 8 of the Joint Committee agenda.

This also applies to the last paragraph under paragraph number 17 on page 179.

**18A. Development of a Leisure Facilities Strategy for Central Bedfordshire**

This report provides public information whilst the exempt information relating to the financial and business affairs of the Council is set out in agenda item EX1.

**18B. Central Bedfordshire College Incuba European Regional Development Fund**

This report provides public information whilst the exempt information relating to the financial and business affairs of the Council is set out in agenda item EX2.

**EX2. Central Bedfordshire College Incuba European Regional Development Fund**

Attached is a copy of the Central Bedfordshire College Incuba European Regional Development Fund Exempt Report that was marked as “to follow” in the main agenda.

**EX4. Home Care Provision to 4 Extra Care Sheltered Housing schemes**

To consider the exempt tender information for the Commissioning the Providers of Care at Four Extra Care Scheme Courts in Central Bedfordshire referred to in Agenda Item 10.

Should you have any queries regarding the above please contact Sandra Hobbs, Committee Services Officer on Tel: 0300 300 5257.

Yours sincerely

Sandra Hobbs  
Committee Services Officer  
email: [sandra.hobbs@centralbedfordshire.gov.uk](mailto:sandra.hobbs@centralbedfordshire.gov.uk)

**Central Bedfordshire Council  
Forward Plan of Key Decisions  
1 September 2011 to 31 August 2012**

- 1) During the period from **1 September 2011 to 31 August 2012**, Central Bedfordshire Council plans to make key decisions on the issues set out below. “Key decisions” relate to those decisions of the Executive which are likely:
- to result in the incurring of expenditure which is, or the making of savings which are, significant (namely £200,000 or above per annum) having regard to the budget for the service or function to which the decision relates; or
  - to be significant in terms of their effects on communities living or working in an area comprising one or more wards in the area of Central Bedfordshire.
- 2) The Forward Plan is a general guide to the key decisions to be determined by the Executive and will be updated on a monthly basis. Key decisions will be taken by the Executive as a whole. The Members of the Executive are:

Cllr James Jamieson	Leader of the Council and Chairman of the Executive
Cllr Maurice Jones	Deputy Leader and Executive Member for Corporate Resources
Cllr Mark Versallion	Executive Member for Children’s Services
Cllr Mrs Carole Hegley	Executive Member for Social Care, Health and Housing
Cllr Ken Matthews	Executive Member for Sustainable Communities – Strategic Planning and Economic Development
Cllr Brian Spurr	Executive Member for Sustainable Communities - Services
Cllr Mrs Tricia Turner MBE	Executive Member for Economic Partnerships
Cllr Richard Stay	Executive Member for External Affairs

- 3) Those items identified for decision more than one month in advance may change in forthcoming Plans. Each new Plan supersedes the previous Plan. Any person who wishes to make representations to the Executive about the matter in respect of which the decision is to be made should do so to the officer whose telephone number and e-mail address are shown in the Forward Plan. Any correspondence should be sent to the contact officer at the relevant address as shown below. General questions about the Plan such as specific dates, should be addressed to the Committee Services Manager, Priory House, Monks Walk, Chicksands, Shefford SG17 5TQ.
- 4) The agendas for meetings of the Executive will be published as follows:

Meeting Date	Publication of Agenda
15 March 2011	03 March 2011
05 April 2011	24 March 2011
31 May 2011	19 May 2011
12 July 2011	30 June 2011
23 August 2011	11 August 2011
4 October 2011	22 September 2011
15 November 2011	3 November 2011
6 December 2011	24 November 2011
10 January 2012	22 December 2011
14 February 2012	2 February 2012
27 March 2012	15 March 2012
15 May 2012	3 May 2012

## Central Bedfordshire Council

### Forward Plan of Key Decisions for the period 1 September 2011 to 31 August 2012

#### Key Decisions

Date of Publication: 15.08.11

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
1.	Central Bedfordshire Shadow Health and Wellbeing Board -	To establish a Central Bedfordshire Shadow Health and Wellbeing Board.	4 October 2011	Design and implementation plans for the Shadow Board have been through engagement and information sharing with statutory partners. A wider stakeholder engagement event to include other partners is planned for Autumn 2011.	Report  Terms of Reference	Cllr James G Jamieson Comments by 03/09/11 to Contact Officer: Patricia Coker, Head of Service, Partnerships - Social Care, Health & Housing Email: <a href="mailto:patricia.coker@centralbedfordshire.gov.uk">patricia.coker@centralbedfordshire.gov.uk</a> Tel: 0300 300 5521
2.	Options for determining Fostering Allowances -	To consider the options for determining Fostering Allowances.	4 October 2011	Consultation will take place with existing Foster Carers. Being a web-based consultation it will also be open to the public and prospective fosters. The Consultation will run throughout July.	Report	Cllr Mark A G Versallion Comments by 03/09/11 to Contact Officer: Catherine Parry, Assistant Director, Children's Services Operations Email: <a href="mailto:catherine.parry@centralbedfordshire.gov.uk">catherine.parry@centralbedfordshire.gov.uk</a> Tel: 0300 300 6441

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
3.	Leaving Care Allowance Option Paper -	To consider the Leaving Care Allowance Option Paper.	4 October 2011	Consultation in July and August 2011 with Children in Care Council and with Looked After Children pending parental permission issues being resolved.	Report	Cllr Mark A G Versallion Comments by 03/09/11 to Contact Officer: Catherine Parry, Assistant Director, Children's Services Operations Email: <a href="mailto:catherine.parry@centralbedfordshire.gov.uk">catherine.parry@centralbedfordshire.gov.uk</a> Tel: 0300 300 6441
4.	Sub-Regional Allocations Policy -	To formally adopt the Sub-Regional Allocations Policy as Central Bedfordshire's Allocation Policy and to adopt the changes made to the Sub-Regional Allocations Policy.	4 October 2011		Report	Cllr Mrs Carole Hegley Comments by 03/09/11 to Contact Officer: Hamid Khan, Head of Housing Needs Email: <a href="mailto:hamid.khan@centralbedfordshire.gov.uk">hamid.khan@centralbedfordshire.gov.uk</a> Tel: 0300 300 5369
5.	Minerals and Waste Core Strategy: Pre-Submission Consultation -	To consider the Minerals and Waste Core Strategy.	4 October 2011		Report	Cllr Brian J Spurr Comments by 03/09/11 to Contact Officer: Roy Romans, Minerals and Waste Team Leader Email: <a href="mailto:roy.romans@centralbedfordshire.gov.uk">roy.romans@centralbedfordshire.gov.uk</a> Tel: 0300 300 8307

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
6.	Central Bedfordshire Local Development Scheme -	To agree the broad scope of new planning policy documents for Central Bedfordshire and the timetable for their production.	4 October 2011	Documents referred to in the Local Development Scheme will be subject to separate consultation in line with statutory requirements.	Central Bedfordshire Local Development Scheme	Cllr Ken C Matthews Comments by 03/09/11 to Contact Officer: Richard Fox, Head of Development Plan Email: <a href="mailto:richard.fox@centralbedfordshire.gov.uk">richard.fox@centralbedfordshire.gov.uk</a> Tel: 0300 300 4105
7.	Proposal to establish a shared legal service for Bedfordshire and Milton Keynes Councils -	To consider the proposal to establish a shared legal services for Bedfordshire and Milton Keynes Councils.	15 November 2011		Report	Cllr Maurice R Jones Comments by 14/10/11 to Contact Officer: John Atkinson, Head of Legal and Democratic Services Email: <a href="mailto:john.atkinson@centralbedfordshire.gov.uk">john.atkinson@centralbedfordshire.gov.uk</a> Tel: 0300 300 6255
8.	Economic Development Plan including the Approach to All Age Skills -	To recommend to full Council to approve the Central Bedfordshire Economic Development Plan.	15 November 2011	13 week consultation from 8 June 2011, to include focus groups, workshops, key stakeholder meetings and web based consultation.	Draft final Economic Development Plan	Cllr Ken C Matthews Comments by 14/10/11 to Contact Officer: James Cushing, Head of Economic Policy Email <a href="mailto:james.cushing@centralbedfordshire.gov.uk">james.cushing@centralbedfordshire.gov.uk</a> Tel: 0300 300 4984

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
9.	Review of Capital Programme -	To consider the review of the Capital Programme.	15 November 2011		Report	Cllr Maurice R Jones Comments by 14/10/11 to Contact Officer: Interim Assistant Chief Executive - Resources Email: <a href="mailto:john.unsworth@centralbedfordshire.gov.uk">john.unsworth@centralbedfordshire.gov.uk</a> Tel: 0300 300 5875
10.	Fairer Charging - Phase 2 -	To receive an update on phase 2 fairer charging and to make a decision on the introduction of weekly charge for Telecare Services.	15 November 2011	Current Telecare users (individual letter and survey); Stakeholder Groups and Public (email and web-based survey) 15 August 2011 – 4 November 2011.	Report  Consultation document containing proposals  Analysis of consultation responses	Cllr Mrs Carole Hegley Comments by 14/10/11 to Contact Officer: Tim Hoyle, Head of Business Systems Email: <a href="mailto:tim.hoyle@centralbedfordshire.gov.uk">tim.hoyle@centralbedfordshire.gov.uk</a> Tel: 0300 300 6065
11.	Review of Central Bedfordshire Council Library Service -	Approval is sought to:  A: agree the Central Bedfordshire vision for the Libraries Service; and B: agree a sustainable model of future Library Service provision.	6 December 2011	Throughout May/June a series of focus groups and workshops with service users and partners and stakeholders. From July – September/October a formal consultation for a minimum of 13 weeks on the vision and potential service delivery models.	Emerging vision, core service offer and aspiration  Libraries Service Review Report  Outcomes from consultation process  Equality Impact Assessment	Cllr Brian J Spurr Comments by 05/11/11 to Contact Officer: Kate McFarlane, Head of Community Regeneration & Adult Skills Email: <a href="mailto:kate.mcfarlane@centralbedfordshire.gov.uk">kate.mcfarlane@centralbedfordshire.gov.uk</a> Tel: 0300 300 5858



Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
12.	Quarter 2 Budget Monitoring -	To consider the quarter 2 budget monitoring report.	6 December 2011		Report	Cllr Maurice R Jones Comments by 05/11/11 to Contact Officer: Charles Warboys, Assistant Director Finance Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147
13.	Draft Budget 2012/13 -	To consider the draft budget for 2012/13.	6 December 2011		Report	Cllr Maurice R Jones Comments by 05/11/2011 to Contact Officer: Charles Warboys, Assistant Director Finance Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147
14.	Gypsy & Traveller Development Plan Document -	To recommend to Council the adoption of the Gypsy & Traveller Development Plan Document.	10 January 2012	Statutory Local Development Framework consultation process and Examination by Planning Inspector.	Gypsy & Traveller Development Plan Document (Local Development Framework North)	Cllr Ken C Matthews Comments by 09/12/11 to Contact Officer: Richard Fox, Head of Development Plan Email: <a href="mailto:richard.fox@centralbedfordshire.gov.uk">richard.fox@centralbedfordshire.gov.uk</a> Tel: 0300 300 4105

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
15.	Award of the Housing Responsive Maintenance and Void Repairs Contract -	To award the housing responsive maintenance and void repairs contract.	10 January 2012		Report	Cllr Mrs Carole Hegley Comments by 09/12/11 to Contact Officer: Basil Quinn, Housing Asset Manager Performance Email: <a href="mailto:basil.quinn@centralbedfordshire.gov.uk">basil.quinn@centralbedfordshire.gov.uk</a> Tel: 0300 300 5118
16.	Budget 2012/13 -	To recommend to Council the proposed budget for 2012/13.	14 February 2012		Report	Cllr Maurice R Jones Comments by 13/01/12 to Contact Officer: Charles Warboys, Assistant Director Finance Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147
17.	Localism Bill -	To consider the Localism Bill and the delivery through the Community Strategy.	14 February 2012		Report	Cllr Maurice R Jones Comments by 13/01/12 to Contact Officer: Peter Fraser, Head of Partnerships & Performance Email: <a href="mailto:peter.fraser@centralbedfordshire.gov.uk">peter.fraser@centralbedfordshire.gov.uk</a> Tel: 0300 300 6740

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
18.	Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013 -	To adopt the Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013.	27 March 2012	Strategic Assessment & Partnership Plan will be considered at the Community Safety Partnership Executive meeting in November/December, Overview and Scrutiny Committee and the Local Strategic Partnership.	Strategic Assessment Priorities & Community Safety Partnership Plan 2012-2013	Cllr Brian J Spurr Comments by 26/02/12 to Contact Officer: Jeanette Keyte, Community Safety Manager Email: <a href="mailto:jeanette.keyte@centralbedfordshire.gov.uk">jeanette.keyte@centralbedfordshire.gov.uk</a> Tel: 0300 300 5232
19.	Food Law Enforcement Service Plan 2012-2013, Age Restricted Sales Plan 2012-2013 and the Health and Safety (as a Regulator) Service Plan 2012-2013 -	To approve the Food Law Enforcement Service Plan 2012-2013, Age Restricted Sales Plan 2012-2013 and the Health and Safety (as a Regulator) Service Plan 2012-2013.	27 March 2012		Central Bedfordshire Enforcement Policy; FSA Framework Agreement on Local Authority Food Law Enforcement; Food Law Code of Practice (England); HSE Section 18 Standard on Enforcement	Cllr Brian J Spurr Comments by 26/02/12 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) Email: <a href="mailto:susan.childerhouse@centralbedfordshire.gov.uk">susan.childerhouse@centralbedfordshire.gov.uk</a> Tel: 0300 300 4394
20.	Leighton Buzzard Town Centre Planning and Development Briefs -	To endorse the planning document for two sites as Interim Technical Guidance for Development Management Purposes.	27 March 2012	Statutory consultation procedure to be carried out in Autumn 2011.	Leighton Buzzard Town Centre sites Planning and Development Briefs	Cllr Ken Matthews Comments by 26/02/12 to Contact Officer: Liz Wade, Assistant Director Economic Growth and Regeneration Email: <a href="mailto:liz.wade@centralbedfordshire.gov.uk">liz.wade@centralbedfordshire.gov.uk</a> Tel: 0300 300 6288

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
21.	Brewers Hill Road Sites, Dunstable Regeneration -	To adopt the plans for the Brewers Hill Road sites as a Supplementary Planning Document or endorsement as Interim technical guidance for Development Management Purposes.	27 March 2012	Statutory consultation procedure to be carried out in November/December 2011 via exhibitions, meetings and questionnaires.	Brewers Hill Road sites, Dunstable Development Brief	Cllr Ken C Matthews, Cllr Maurice R Jones Comments by 26/02/12 to Contact Officer: Peter Burt, MRICS, Head of Property Assets or Andy Lewis, Major Projects Officer Email: <a href="mailto:peter.burt@centralbedfordshire.gov.uk">peter.burt@centralbedfordshire.gov.uk</a> Tel: 0300 300 5281 or <a href="mailto:andy.lewis@centralbedfordshire.gov.uk">andy.lewis@centralbedfordshire.gov.uk</a> Tel: 0300 300 5526
22.	Quarter 3 Budget Monitoring -	To consider quarter 3 budget monitoring report.	27 March 2012		Report	Cllr Maurice R Jones Comments by 26/02/12 to Contact Officer: Charles Warboys, Assistant Director Finance Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
<b>NON KEY DECISIONS</b>						
23.	Quarter 1 Performance Report -	To receive quarter 1 performance report.	4 October 2011		Report	Cllr Maurice R Jones Comments by 03/09/11 to Contact Officer: Elaine Malarky, Head of Policy Email: <a href="mailto:elaine.malarky@centralbedfordshire.gov.uk">elaine.malarky@centralbedfordshire.gov.uk</a> Tel: 0300 300 5517
24.	Outcome of the Disability Review Children's Services -	A review of the non schools provision for disabled children is on going during September to December 2011. There may be need for structural changes which would form the content of an Executive report.	10 January 2012		Report	Cllr Mark A G Versallion Comments by 09/12/11 to Contact Officer: Catherine Parry, Interim Assistant Director, Children's Services Operations Email: <a href="mailto:catherine.parry@centralbedfordshire.gov.uk">catherine.parry@centralbedfordshire.gov.uk</a> Tel: 0300 300 6441
25.	Quarter 2 Performance Report -	To receive quarter 2 performance report.	10 January 2012		Report	Cllr Maurice R Jones Comments by 09/12/11 to Contact Officer: Elaine Malarky, Head of Policy Email: <a href="mailto:elaine.malarky@centralbedfordshire.gov.uk">elaine.malarky@centralbedfordshire.gov.uk</a> Tel: 0300 300 5517

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
26.	Quarter 3 Performance Report -	To receive quarter 3 performance report.	27 March 2012		Report	<p>Cllr Maurice R Jones  Comments by 26/02/12 to Contact Officer:  Elaine Malarky, Head of Policy  Email:  <a href="mailto:elaine.malarky@centralbedfordshire.gov.uk">elaine.malarky@centralbedfordshire.gov.uk</a>  Tel: 0300 300 5517</p>

Postal address for Contact Officers: Central Bedfordshire Council, Priory House, Monks Walk, Chicksands, Shefford SG17 5TQ

**Central Bedfordshire Council  
Forward Plan of Decisions on Key Issues**

For the Municipal Year 2011/12 the Forward Plan will be published on the fifteenth day of each month or, where the fifteenth day is not a working day, the working day immediately proceeding the fifteenth day, or in February 2012 when the plan will be published on the fourteenth day:

<b>Date of Publication</b>	<b>Period of Plan</b>
15.04.11	1 May 2011 – 30 April 2012
13.05.11	1 June 2011 – 31 May 2012
15.06.11	1 July 2011 – 30 June 2012
15.07.11	1 August 2011 – 31 July 2012
15.08.11	1 September 2011 – 31 August 2012
15.09.11	1 October 2011 – 30 September 2012
14.10.11	1 November 2011 – 31 October 2012
15.11.11	1 December 2011 – 30 November 2012
15.12.11	1 January 2012 – 31 December 2012
13.01.12	1 February 2012 – 31 January 2013
14.02.12	1 March 2012 – 28 February 2013
15.03.12	1 April 2012 – 31 March 2013

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**Meeting:** Executive

**Date:** 23 August 2011

**Subject:** Home Care Provision to 4 Extra Care Sheltered Housing schemes

**Report of:** Executive Member for Social Care, Health & Housing

**Summary:** This report updates the Executive on the progress made to change the provider who delivers home care to 4 extra care sheltered housing schemes across Central Bedfordshire and recommends in the exempt Part B report of this Executive agenda the awarding of contracts to the successful applicants.

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**Advising Officer:** Julie Ogle, Director of Social Care, Health and Housing

**Contact Officer:** John King, Lead Commissioner

**Public/Exempt:** The report and Appendix A are public, Appendix B is exempt.

**Wards Affected:** Ampthill, Houghton Hall, Leighton Buzzard North, Sandy

**Function of:** Executive

**Key Decision** Yes

**Reason for urgency/  
exemption from call-in  
(if appropriate)** N/A

#### **CORPORATE IMPLICATIONS**

##### **Council Priorities:**

The recommendations meet Council and Directorate priorities in the delivery of efficiencies and value for money and Council value of 'stewardship and efficiency'.

##### **Financial:**

The expansion of the reablement service will be funded mainly by a grant received from the health service. The Council seeks to expand this service through the redeployment of our existing resources, mainly with those staff currently working in the 4 Extra Care schemes (Appendix A). In addition, the Council is seeking to outsource the delivery of home care provision in the Schemes following a competitive tendering process.

Subject to a suitable tender sum being achieved through the procurement process, outsourcing would deliver savings to the Council on an ongoing basis. The current service costs around £1.4m per annum, and it is anticipated that the outsourced service will deliver an annual saving of £200k.

**Legal:**

Under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE), staff currently employed within the Extra Care schemes would have a right to TUPE transfer (“under measures”) to any new provider. However, the Council wishes to retain its staff to work within the Reablement Service.

**Risk Management:**

The Council will need to ensure a smooth transition of who delivers home care within the 4 Extra Care Sheltered Housing Schemes. Plans including a handover period are in place to achieve this.

**Staffing (including Trades Unions):**

All staff and relevant Trade Unions have been fully consulted in accordance with Central Bedfordshire Council procedures.

**Equalities/Human Rights:**

Public authorities have a statutory duty to promote equality of opportunity, eliminate unlawful discrimination harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

An equality impact assessment has been undertaken as the proposal has been developed, see background Papers. This has highlighted a variety of issues related to the needs of residents and employees as follows:

**Residents:**

The majority of residents are aged 80+ and 72% have a disability. Concerns raised by residents and relatives related to a possible deterioration in the quality of care that would be delivered by an alternative service provider, the impact on personal safety and the potential complexity of using personal budgets. Relatives have been reassured by the measures that have been put in place to address these issues and will be encouraged to remain involved with any ongoing contract monitoring arrangements.

**Employees:**

A number of employees based at the Courts have highlighted a range of issues impacting upon their ability to work in the Reablement Service and consideration has been given to any reasonable adjustments that can be made to facilitate as smooth a transition as possible. Consultation has also been undertaken with the relevant Trade Unions and employees will be notified that they can either opt to remain with the Council and transfer into the Reablement Service or they can choose to transfer via TUPE ‘under measures’ to the new provider.

The Central Bedfordshire Equality Forum has received two presentations relating to the proposal and has made recommendations which have been considered as part of the process. The Forum has welcomed the steps that have been taken to ensure that the needs of residents and employees are fully considered and addressed.

The Council has actively worked to address and balance the needs of residents and employees.

**Community Safety:**

None

**Sustainability:**

None

**Summary of Overview and Scrutiny Comments:**

- A progress report was provided to the Social Care, Health and Housing Overview and Scrutiny Committee on the 1 August 2011.
- The Committee commented on the good practice and positive approach to consultation with residents, staff and all those involved in the project.
- A Member stated that she had received complimentary feedback regarding the consultation process which had taken place.

**RECOMMENDATION:**

1. **that the Executive Committee agree to award the contracts as set out in the exempt part B of this report.**

<i>Reason for Recommendation:</i>	<i>This will deliver budget efficiencies to meet target SCHH6 and enable greater capacity within the Council's reablement teams.</i>
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**Background**

1. As part of the 2011/12 budget setting process, it was agreed to change the provider of care in the 4 extra care sheltered housing schemes to achieve an efficiency saving. A project group was set up to oversee the process of deploying the Council's home care staff to the reablement team and tendering the home care support to the 4 extra care schemes.
2. The proposal was to change the provider of care and it is clear that the 24/7 core care service would continue to be delivered to those tenants who need it.

3. The Council has involved Housing Providers, tenants and their relatives throughout the process and they have been actively engaged in the procurement process developing the specification, in short listing, and recommending to the Executive the new providers.

### **Commissioning Process**

4. The commissioning process adopted has been supported by the Corporate Procurement Team to ensure that the steps followed were rigorous, in accordance with Council policies and procedures, were legal, and would ensure that at least 2 new providers are awarded the contracts.
5. The advertisement for the new providers was placed on 10 May and Expressions of interest received by 8 June.
6. The Council received a significant number of completed Pre Qualification Questionnaires by 14 June and issued Invitations to tender to 7 shortlisted providers on 16 June.
7. The closing date for tenders was 21 July and these were evaluated on 25 July. Shortlisted providers were invited for interview on 2 August.

### **Staffing**

9. As part of the council's budget proposals for 2011/12, a 90 days Adult Social Care Workforce Consultation process commenced on the 3 December 2010 which included the home care staff working in the extra care schemes. See **Appendix A**.
10. Following this period, 1-1 meetings have taken place with all Home Care staff, who had the right to be accompanied by a work colleague or trade union representatives. The future plans for the services have been discussed in depth, and individual discussions on alternative posts within the reablement teams and other areas of direct service provision have taken place.
11. Staff consultations are continuing and it is hoped that the majority of staff will decide to remain with the Council, rather than transfer to the new providers.
12. However, there are no comparable posts within the Council's services for those staff that are engaged in sleeping-in at the Extra Care schemes, and as such in March it was confirmed that these staff will be eligible for TUPE transfer to the new providers on existing terms and conditions, unless they wished to be considered for alternative posts.

### **Financial**

13. The expansion of the reablement service has been funded in part by a health grant received to enable more rapid hospital discharges and to prevent hospital admissions through proactive periods of support to people in their own homes.
14. It is anticipated that the outsourcing of the home care service in the 4 schemes will result in savings of approximately £200,000 pa with no diminution in service.

15. However, the TUPE implications potentially mean that if it is not possible to redeploy staff within the Council successfully, or if the tender prices received are too high, the anticipated financial savings may not be achieved, and the Executive will be advised accordingly.

### **Service user and relatives' engagement**

16. The Council has involved service users and their relatives throughout this process. Initially, there was a high level of concern and anxiety about the change of care providers, along with local media interest. The Director and Executive Member held meetings with relatives to explain the proposal.
17. To inform service users and relatives and address their concerns the following steps have been taken:-
- Letters were sent to all tenants and relatives followed by personal visits to all tenants across the 4 Courts to offer a 1-1 if needed, to address additional concerns.
  - There have been 4 initial discussion meetings held across central Bedfordshire in February with relatives of the tenants.
  - Tenants and relatives have received responses to all their communications, including letters, emails and phone calls, throughout this process.
  - Further meetings with relatives were held on 17 May and 9 June which included procurement training and to address queries raised after review of the draft service specification. Relatives elected two members from their group to represent their views and be part of the selection panel for the new providers.
  - Relatives have been fully involved in shaping the draft service specification and all issues and concerns have been addressed.
  - Two newsletters have been produced to date which have been distributed to all tenants and relatives across the 4 Courts. A copy has also been sent to the Managers of the Courts to display for visiting relatives and friends. Each newsletter has been well received and feedback complimentary.
  - Council staff have confirmed with the relatives group that relatives will be part of the transition process as well as the ongoing monitoring of the new contracts.

### **Conclusion and Next Steps**

18. The organisations recommended to provide the home care support in the 4 extra care schemes have undergone a competitive and rigorous tendering process in line with the Council Procurement Policy. Following agreement of the Executive contracts will be awarded to ensure a prompt and effective start to the delivery of provision. This is likely to be in November 2011.
19. There is a comprehensive implementation plan involving tenants and their relatives to ensure a smooth transition and handover process to the new care providers.

20. Quality assurance measures and performance management measures are in place to ensure effective delivery of care within the 4 Extra Care Sheltered Housing Schemes.

**Appendices:**

Appendix A – Consultation Document Restructuring of Extra Care Services

Appendix B- Part B (exempt) report

**Background Papers:** (open to public inspection)

The equality Impact assessment is available through the following web link

[http://www.centralbedfordshire.gov.uk/images/110805%20EIA%20SCH%26H%20Extra%20Care%20Service%20Restructure%20V6\\_tcm5-41604.pdf](http://www.centralbedfordshire.gov.uk/images/110805%20EIA%20SCH%26H%20Extra%20Care%20Service%20Restructure%20V6_tcm5-41604.pdf)

**Location of papers**

None

**Appendix A**

**Consultation Document  
Restructuring of Extra Care Services**

**Purpose**

This document sets out proposals to change the councils approach to the way it organises and manages the Extra Care services. It is designed to inform staff and unions about the business pressures to restructure the service in order to meet business needs. It should be considered in conjunction with the Adult Social Care Workforce Consultation that commenced on the 3 Dec 2010 and is part of the councils 90 days consultation on the budget proposals for 2011/12.

**Introduction**

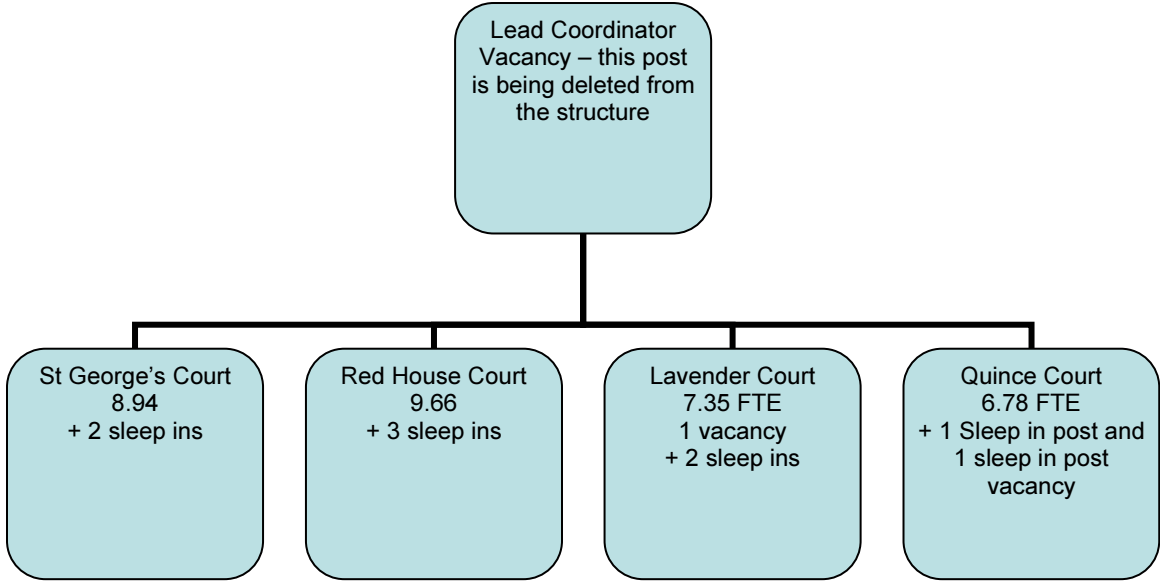
The Council's strategy to address the changing needs of the population requires wide-ranging changes to the ways in which the Council delivers services and the range of services offered to ensure they offer the truly vulnerable greater choice and control. The financial constraints placed on the Council by a reduced government grant and the need to make efficiencies mean that the services need to be cost effective providing value for money.

Extra Care Housing is designed with the needs of frailer older people and is a real alternative to entering a care home. Varying levels of care and support are available on site. People living in Extra Care Housing have their own self contained homes, their own front doors and a legal right to occupy the property.

There are four Extra Care Schemes ('the Courts') across Central Bedfordshire where the council works in partnership with Housing Providers and provides care and support delivered by the In-House Domiciliary Care Service. Customers (tenants) will be assessed through the care management process and will receive varying levels of care and support depending on their assessed needs. The service operates 24hrs a day throughout the year.

Lavender Court	Quince Court	Red House Court	St. Georges Court
Dunstable Street	Engayne Avenue	Clarks Way	St Georges Close
Amphill	Sandy	Houghton Regis	Leighton Buzzard
Beds. MK45 2BX	Beds. SG19 1BW	Beds. LU5 5BH	Beds. LU7 1BF

There are 32.73 FTE carers working 7am – 10pm plus 9 sleep in-staff who cover the building from 11pm to 7am who respond to emergency calls only during this time. In addition to this there are 5.05 FTE Team Co-ordinators.





The council intends to review how the extra care service is provided to ensure the most cost effective way of delivering the service. The current service level agreements with Housing Associations mean that the service is staffed 24 hours a day with a requirement of a minimum of two staff between the hours of 7.30am to 10.00pm.

### **Proposed Service Changes**

The proposal is that all existing staff/posts are transferred in to the councils Re-ablement Service within the locality they are currently working so as to provide the additional capacity required to meet the growing demand. Reablement workers focus on enabling individuals to maximise their independence to their full potential and to achieve the desired outcomes for the individual. The aim of the Reablement Worker is to return individuals to self care where possible or to identify how ongoing services could be provided. Training will be provided to all staff to help them adjust to the role of a Reablement Worker. Consideration will need to be given to the future deployment of those staff who provide the sleep-in cover.

### **Consultation Process**

Staff are able to comment on the proposed changes using the attached questionnaire to Pauline Sanderson, and verbally in staff meetings and if requested in one to one meetings. The consultation period will run until the 11<sup>th</sup> February. At the end of this period, having considered all input, a final proposal will be sent for approval with copies sent to staff. It is very important that staff take every opportunity to understand the proposal and to contribute to the consultation.

### **Implementation**

The process will be managed using the Council's Managing Change Policy.

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# Central Bedfordshire Council

Appendix A

ICT Stability Programme – Capital Business Case

August 2011 – v0.3

# 1 Introduction

## 1.1 Background

At the inception of CBC an initial ICT transition budget of £9m was proposed. The activities were de-scoped to £3m to fit within the available budget.

ICT infrastructure stability was questioned after a major six day outage of systems in February 2010.

The major outage was caused by the failure of two disks on the storage area network (SAN) located in Borough Hall. Further shorter outages were caused by mains power outages.

External consultants were commissioned to audit the environment and develop an action plan to prevent subsequent failures of this nature from occurring again.

While the action plan was completed in December 2010, some of the tasks in the ICT Stabilisation Phase 1 plans were to investigate what else was required to ensure continued stability. For example, one of the actions was “to undertake a SAN and Infrastructure review”. This was completed and led to the plan to move the Bedford data centre to a commercial hosted site to improve power supply stability.

On 15<sup>th</sup> December 2010, ICT resource requirements to deliver a sustainable ICT environment were presented to senior officers who concluded that it was appropriate for these plans to be validated, drawing on external expertise”. The external consultants were requested to verify the emerging stability plans as they had existing knowledge of the CBC infrastructure from the initial audit.

On 23<sup>rd</sup> and 30<sup>th</sup> March 2011 additional resources in ICT were authorised and the consultants were asked to assist ICT in formalising a detailed plan for ICT stability, and what impact this would have on existing ICT priority projects.

The detailed plan was endorsed by officers subject to further analysis and consultation with directorates on the prioritisation and scheduling of the business projects that need to run in parallel with the Stability programme. This analysis was completed in June with a complete ICT Project Schedule that meets the current business requirements.

Support for proceeding were subject to securing additional capital funding for the ICT Stability Programme within 2011-12. This funding is crucial to provide the resources required to deliver the outcomes of the programme within the tight timescales required.

## 1.2 Scope

The ICT Stability Programme is designed to deliver a fit for purpose ICT Infrastructure. Fit for purpose means that users of the infrastructure, citizens, partner organisations, suppliers, officers and members should expect to carry out their business requirements without being restricted by the infrastructure environment.

It is not intended that the programme will deliver a best of class environment or even

a highly resilient infrastructure. With the constraints on the shrinking public purse these would be inappropriate and unviable.

The programme will deliver an ICT environment therefore that:

- Is available during office hours to agreed service levels.
- Performs at an appropriate speed as defined by service levels.
- Provides the appropriate tools to enable effective working.
- Has published maintenance schedules and advanced notification of planned downtime.
- Delivers a web site that is available for citizens 24 hours a day 7 days a week except for the planned maintenance schedule.
- Ensures data is securely backed up and recoverable in line with the Business Continuity and Disaster Recovery plans.
- Is secure and compliant with the required security standards.
- Has implemented defined Standard Operating Procedures ensuring the infrastructure is proactively monitored and maintained on an ongoing basis.
- Implements a structured ICT project delivery process and procedures.

Whilst providing a fit for purpose infrastructure, this programme will not mitigate against every risk – doing so would be impractical and financially unviable. As a consequence and to ensure a focus on successful delivery of the stabilisation programme,, a number of “desirable” elements have been omitted from this programme, as follows:-

- A second data centre that automatically takes over from the main data centre in the event of a major failure. (Typical once a year event).
- Dual supplier networked buildings (three core buildings) that remove the risk of a single physical network failure. (Typical once a year event).
- Power generation capability to prevent power failure at Priory House and Watling House. (Typically one to three times a year).
- Upgrades of Microsoft products (e.g. Office 2010, Windows 7).
- Improvements to user applications.

### **1.3 Purpose of Document**

This document sets out the case, both strategic and financial for the ICT Stability Programme.

The analysis in this document is a business case, providing:

- An analysis of the strategic benefits that are envisaged by implementing the Programme;
- Estimates of the financial benefits and costs that are anticipated for the implementation.

It is important to note that exact costs and timescales will depend upon the precise detailed design and audit work that is carried out in the early stages of the programme. As such, these estimates are subject to change once this is known. However, a contingency has been allowed to cope with such changes.

This document will be reviewed by the Executive and seeks approval by full Council as the required capital variation to an existing scheme is over £500,000; this is in accordance with the governance procedures of the Council.

# 2 Strategic Case

## 2.1 Council Priorities

The Council's over-arching priority is to efficiently and effectively provide a range of valuable services to the citizens of Central Bedfordshire, and through those services make a significant improvement to the lives of all those people.

In delivering its core services, the council needs to be businesslike and responsive. A modern local authority relies heavily on ICT systems both to run the organisation and to deliver its services, often in real-time where the protection of vulnerable clients is concerned.

ICT systems are therefore embedded in the key processes that are used to ensure good quality services can be maintained, right from taking the first telephone call from a citizen through to managing ongoing case work and handling incidents and requests from the public. Council officers rely on important applications to manage the financial and people aspects of a large authority in an efficient and effective way, and to store core data that supports wide-reaching strategic decisions that affect the lives of everyone in Central Bedfordshire, as well as its role in the wider world.

When ICT systems fail occasionally, it can be frustrating and an annoyance to users, but if outages are dealt with quickly and services resume, the effect may be transient. However, when systems fail repeatedly and frequently, and are either slow or difficult to use, the burden upon the organisation can become intolerable, and all council services are badly affected. The ICT Stability Programme has been designed to bring the CBC ICT infrastructure to a state where it supports the council in delivering its services, and continues to operate in a safe and stable fashion into the future, through continuing good operational practices.

## 2.2 Current System Limitations

The ICT infrastructure at Central Bedfordshire was designed at the inception of the authority as a flexible and resilient platform to support the new authority. However, pressures of time and budget constraints meant that the implementation was rushed, documentation was poor and ongoing operating procedures were non-existent.

Moreover the ICT support team created from the legacy authorities was significantly under-resourced compared with other authorities of a similar size. With the extensive Transition work required during this period, the ongoing operational tasks inevitably suffered, and so the required maintenance of the infrastructure did not take place.

Therefore it is understandable that unexpected failures can occur across CBC's main ICT systems. In some cases, all 2,500 ICT users across the council are affected, and are unable to carry out their core job functions until services resume.

The most significant technical problems are in the following areas:

- The Citrix system, which is where every user is presented with the applications that they use in their job. This is a very flexible product, but a failure stops all users across the council. Therefore it needs to be resilient to hardware failures and perform well.
- The Microsoft platform, which sits underneath Citrix and provides user logins and network connectivity. Without this working efficiently users cannot gain access to their applications.
- The data storage systems (SAN) that hold all the council's data. It is crucial that this is held securely, is resiliently available and is always backed-up.
- Some of the key Applications that council officers use in their jobs have particular faults that have proven difficult to resolve easily, but which pose a constant and recurring impediment to the effective use of the system.

The ICT Stability Programme is therefore divided into workstreams that tackle these specific areas ('Get it right'), as well as a separate workstream that puts in place the Standard Operating Procedures to ensure the systems are kept updated and well-managed in the future ('Keep it right').



# 3 Financial Case

## 3.1 Overview

The ICT platforms and their problems described in Section 2 are fundamental to the efficient working of the council. It is unlikely therefore that the authority will continue to meet its service obligations and its strategic objectives if the problems are not resolved in a timely manner. Therefore the overriding business case for the ICT Stability Programme is strategic as described above.

However, in order to illustrate the financial implications of not proceeding with the programme, one should consider the cost of the lost productivity when systems become unavailable for extended periods of time. These 'outages' have often affected all 2,500 council users at once, and the SAN issue that was encountered in February 2010 lasted 6 days. Since that time there have been several outages that have lasted for around 1 day.

Therefore there is a significant potential improvement in staff productivity by implementing this programme.

While it is difficult to predict such events, the experience over the past 12 months has been that if nothing were done, the council would remain vulnerable to several such outages each year into the future. The work will not eliminate all such occurrences, but will make them fewer in number, more pro-actively managed and more quickly resolved.

## 3.2 Capital Costs

In this section, the following have been outlined to support the one-off implementation of the required changes:

- Costs, including software, hardware and external resources, either to support the implementation or to provide backfill to enable Council officers to progress the implementation; and
- Internal resource requirements, though these have not been costed unless specific backfill requirements have been identified.

The full Stability programme is estimated to cost circa £2.25m in terms of ICT staff time. Whilst this amount is already covered by the ICT staff budgets it is worthwhile noting that this amount of effort is being expended on Stability that would otherwise be utilised on service improvement activities and delivering business as usual activities.

Once the Stability programme is complete some of the expended effort will be utilised on capital improvement projects further reducing the draw down on existing revenue staff costs.

The entire Stability programme has been sub-divided into 10 workstreams. Of these, five were identified as top priority as outlined in Section 2 above, and are considered

for completion in 2011-12. A further five workstreams have been de-prioritised until 2012-13, and it is anticipated that these will be funded from the ICT Infrastructure rolling capital programme in that year.

The schedule has some external dependency costs. The programme requires additional resources from external suppliers, the purchase of new systems, additional modules and upgrades, as well as one-off programme and project management and technical contractor costs, and is estimated to cost a total of £719k of capital funding in 2011-12. This will be covered by:

- £160K from the existing ICT Infrastructure capital rolling programme
- £559K additional capital funding in 2011/12.

### 3.3 Summary

The above is summarised in the following table:

	<b>Existing ICT Infrastructure Capital 11/12 Budget (£000)</b>	<b>Additional Capital Required 11/12 (£000)</b>	<b>Additional Capital Required 12/13 (£000)</b>
Provision of new infrastructure and implementation	160	294	206
Programme Director (contractor)	0	100	0
2x Senior Technical Analyst (contractors)	0	99	33
Project Manager (contractor)	0	66	0
<b>Total</b>	<b>160</b>	<b>559</b>	<b>239</b>

### 3.4 Financial Profile

The following table outlines the capital cost profile for the ICT Stability Programme, based on the implementation plan in Section 4. Revenue costs shown represent the ongoing cost of capital, if funded via borrowing.

Cost Profile	2011-12	2012-13	2013-14	2014-15	2015-16
Capital Costs	£559,000	£239,000	£0	£0	£0
Revenue Impact (cost of borrowing and MRP)	£28,733	£152,817	£200,617	£200,617	£200,617

# 4 Implementation

## 4.1 Timescales

An implementation schedule is shown on the following page as Section 4.3. The ten workstreams of the ICT Stability Programme, plus the ongoing workstream required to ensure security compliance for CBC, are shown shaded in green, while the parallel business projects are shown shaded in purple. Together with current minor projects this represents the entire ICT project workload, and can therefore show how the ICT Stability Programme can be successfully delivered alongside the other ICT priority demands.

## 4.2 Governance

It is vitally important that ICT implements good project governance controls alongside this programme to ensure that changing priorities can be met. The project management will follow the council's PRINCE2-based methodologies, and the programme management will use the corresponding MSP (Managing Successful Programmes) methodologies.

Overlaying these standards, a new ICT Governance model is already being established to exercise the necessary controls over new project requests from across the authority, and to manage the detailed allocation of ICT resources across all the competing projects, as well as the business-as-usual demands of running an ICT Service.

### 4.3 Complete ICT Project Schedule, including ICT Stability Programme

Updated 18/07/2011	v2.4				2011						2012											
Consolidated ICT Project Schedule	CMT Approve Date	Sponsor	BRM	ICT PM	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
<b>Major Projects</b>																						
Standard Operating Procedures	22-Jun	Clive Jones	GR	MD	Priority A						Priority B											
Citrix Improvements	22-Jun	Clive Jones	GR	MD				Priority A						Priority B								
Application Fault rectification	22-Jun	Clive Jones	GR	MD	Priority A																	
Microsoft Improvements	22-Jun	Clive Jones	GR	MD				Priority A						Priority B								
SAN and Storage Improvements	22-Jun	Clive Jones	GR	MD				Priority A						Priority B								
CoCo 2012	22-Jun	Clive Jones	GR	MD	Priority A																	
ICS replacement	22-Jun	Clive Jones	BB	(BB)	[Shaded]																	
RP203 - Adult Services Financials	22-Jun	Nick Murley	BW	BW	[Shaded]																	
IDOX - IEMPS and ECM V10 doc migration	22-Jun	Jane Moakes	BV	BV	[Shaded]																	
ECM - Opentext Upgrade to version 10	22-Jun	Clive Jones	DJ		[Shaded]																	
ECM - ESCR, Children	22-Jun	Catherine Parry	BB		[Shaded]																	
Web Phase 1	22-Jun	Georgina Stanton	DJ	IP	[Shaded]																	
Web Phase 2 - Schools portal	22-Jun	Georgina Stanton	DJ	IP	[Shaded]																	
AIS and FACE	22-Jun	Nick Murley	BW		[Shaded]																	
ECM - ESCR, Adults	22-Jun	Nick Murley	BW		[Shaded]																	
SAP OCR invoice scanning	22-Jun	Charles Worboys	DJ	BW	[Shaded]																	
Swipe	22-Jun	Nick M / C Parry	BW/B	BB	[Shaded]																	
SAP Optimisation	22-Jun	John U / Deb C	DJ		[Shaded]																	
Contact Centre Call Recording	22-Jun	Deb Clarke	DJ	LA	[Shaded]																	
CRM Phase 1	22-Jun	Deb Clarke	DJ	(BB)	[Shaded]																	
<b>Minor Projects</b>																						
CRG																						
CBC Music Service Web Site	14-Jul	Helen Redding	BB	KM	[Shaded]																	
Liberata Service	14-Jul	Gary Muskett	DJ	(BS)	[Shaded]																	
Property Flexible Working Trial	14-Jul	Deborah Hoy	DJ		[Shaded]																	
BDUK Broadband bid	15-Jul	James Cushing	BV		[Shaded]																	
<b>Key:</b>					<b>Key:</b>																	
ICT Stability					Requires clarity around scope / resourcing (shading = partial resource)																	
Major Business Projects					Planned Project Work - delivery progressing																	
Minor Business Projects																						



# 5 Next Steps

## **5.1 Existing Capital Scheme**

In the 2011 – 2012 Capital budget planning process it was identified that ongoing investment in the council's ICT infrastructure was required, and an existing scheme of £856,000 was proposed and approved by the Executive for an ICT Infrastructure Programme as part of the overall Capital programme for 2011 -2012.

The majority of this programme has already been spent or allocated, but £160,000 was intended to be spent on areas that have now become part of the ICT Stability Programme.

## **5.2 Proposed Capital Scheme Variation**

Executive are now requested to vary this capital scheme allocation by £559,000 to £1,415,000 to enable the ICT Stability Programme to proceed. In the meantime for expediency, initial work on the programme has already started, utilising the £160,000 in the existing scheme.

## **5.3 Proposed Procurement Process**

The work packages within the ICT Stability Programme in themselves are not large enough to amount to contract values that are over the EU threshold limit and therefore will not be subject to European Tendering procedures (OJEU). Contracts will be awarded through tendering under existing approved procurement frameworks and with existing suppliers under existing contract arrangements.

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**Meeting:** Executive  
**Date:** 23 August 2011  
**Subject:** Development of a Leisure Facilities Strategy for Central Bedfordshire  
**Report of:** Cllr Brian Spurr Executive Member for Sustainable Communities - Services  
**Summary:** The report proposes that the Council consider and adopt a strategic approach for leisure facilities, "Central Bedfordshire approach to Leisure Facilities".

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**Advising Officer:** Alan Fleming, Acting Director Sustainable Communities  
**Contact Officer:** Jane Moakes, Assistant Director, Community Safety, Public Protection, Waste and Leisure  
**Public/Exempt:** Public  
**Wards Affected:** ALL  
**Function of:** Executive  
**Key Decision** Yes  
**Reason for urgency/ exemption from call-in (if appropriate)** This report is urgent as it is linked to the exempt report agenda item EX1.

## **CORPORATE IMPLICATIONS**

### **Council Priorities:**

The adoption of a strategic approach to leisure facilities will allow the Council to explore fully the use of its assets in a strategic manner and support the Council priority of promoting healthier lifestyles.

The review and proposals in respect of current leisure management contracts covering the north of Central Bedfordshire and the management of leisure services at Houghton Regis Leisure Centre, subject of the report EX1 on this agenda, will allow the Council to develop and adopt a strategic approach to the provision of leisure facilities across the area and balance this provision with other ways to support the community to access and undertake physical activity to improve their health.

Agreement and adoption of a document that sets out the Council's approach to leisure facilities will contribute to the Central Bedfordshire Sustainable Community Strategy vision setting out the shared long term vision that reflects the views of our residents and communities, the issues that are most important to them and would make a real difference to their lives. It will contribute in that:

- people can access high quality leisure and cultural activities and the natural environment, which are enjoyed by all;
- our residents feel a sense of belonging to their local community, and are actively involved in community life; and
- our people are supported to enjoy a healthy lifestyle and there are fewer differences in the life experience between communities.

The approach also supports the priorities of:

*Keeping our communities safe* - increased provision of diversionary activities for young people; designed new estates to encourage safe routes to cycle and walk.

*Nurturing a sense of pride and belonging* - enriched people's lives by encouraging participation in regular volunteering, sport and physical activity and cultural activities.

*Promoting health and reducing health inequalities* - supported people to be more active and eat healthily and reduced differences in our health by focusing on people in areas and communities of the poorest health.

Through enabling the development of and supporting the provision and operation of leisure facilities a significant contribution is made to the Council's priority of *promoting healthier lifestyles*, enabling residents to lead healthier lifestyles by providing the opportunity for them to take part and enjoy physical activity and exercise at local facilities at an affordable price.

#### **Financial:**

The overall cost of the Leisure Service for 2011/12 is £1.3m; this is after achieving the agreed savings of £437,000 for 2011/12 as identified in the Medium Term Financial Plan (MTFP).

Further revenue savings have been agreed for 2012/13 of £386,000 in the MTFP; this will reduce the overall budget from £1.3m to £914,000 from 1 April 2013, for financial year 2013/14.

The Capital Programme budget allocation for 2011/12 is £1.7m. This includes provision for: Creasey Park Football Centre, leisure centre stock condition/asset management plan requirements for all centres, Flitwick Leisure Centre condition survey and other schemes under planning services (Swiss Garden Heritage Lottery Fund Project and Historic Building Grant Scheme).

#### **Legal:**

The proposal contained in this report has no legal implications. Leisure services are discretionary; however, these services and leisure facilities contribute significantly to the delivery of the Sustainable Community Strategy, Council priorities, Public Health agenda and the nation's health and to the quality of life of local residents and communities.

**Risk Management:**

The absence of an agreed Council approach to leisure facilities could leave the Council vulnerable in determining and securing facilities in the future in line with the Local Development Framework.

The adoption of an agreed approach will assist as a framework against which to consider and assess options for reducing /maintaining/developing facilities in the future, in respect of financial and other pressures the Council may face.

**Staffing (including Trades Unions):**

There are no implications in respect of this report; however, the service has recently been restructured with loss of a number of posts in line with the savings agreed in the MTFP.

**Equalities/Human Rights:**

Public authorities have a statutory duty to promote equality of opportunity, eliminate unlawful discrimination and to foster good relations in respect of nine protected characteristics; age disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This statutory duty includes requirements to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics.
- Take steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The provision of leisure facilities that are accessible to all with a range of relevant activities supports the Council's duty to promote equality. Promoting health and reducing health inequalities will underpin the approach to leisure facilities in the context of the growth, role of the other agencies, community, voluntary and private sector and Council priorities.

Improving the environment through the creation and enhancement of local green and open spaces near to where people live can make healthy lifestyles easier for all.

Equality Analysis will be undertaken as the Approach to Leisure Facilities is developed in order to obtain a clearer understanding of how different groups may be affected and to identify modifications which may need to be built into the strategy as it is developed.

**Community Safety:**

Opportunities for physical exercise and other activities can act as a diversion for people away from crime and anti social behaviour. Teenagers and young people are among the biggest lifestyle risk-takers and research has shown that targeted physical activity programmes can result in a reduction in crime rates and changed behaviour away from anti social activities.

**Sustainability:**

Planning Policy Guidance<sup>17</sup> states that open spaces, sport and recreation all underpin people's quality of life. Well designed and implemented planning policies for open space, sport and recreation are fundamental and have a vital role to play in promoting healthy living and preventing illness, and in the social development of children of all ages through play, sporting activities and interaction with others. This is reflected in the Local Development Framework in policy CS3 (North Area) 'Healthy and Sustainable Communities'. The South Area Core Strategy also recognises this.

The link between people's health, the taking part in physical activity and exercise through a range of opportunities, from walking in the natural environment to exercising in leisure facilities or through sports clubs is well known. Providing sustainable leisure facilities such as improving accessibility and enhancing green space, making it more usable to wider sections of the community; to providing value for money energy efficient buildings for leisure activities supports sustainable growth.

**Summary of Overview and Scrutiny Comments:**

- The views of Overview and Scrutiny Committee will be sought as part of the consultation process and full details of Overview and Scrutiny comments will be considered in an Appendix to the final report to the Executive.

**RECOMMENDATIONS:**

**1. that the Executive**

**a) agrees to the development of a Leisure Facilities Strategy setting out Central Bedfordshire Council's Approach to Leisure Facilities; and**

**b) in agreeing a) above, that the recommendation in report EX1 with regard to the extension of current leisure contracts in the north of the area and the retendering of the contract for Houghton Regis, need to be agreed.**

*Reason for Recommendations:*

The Council will have a formally agreed document that sets out the agreed approach to the future provision of leisure facilities that will be used to support and justify leisure facility requirements in planning obligation (s.106) negotiations with developers, and for inclusion within a community infrastructure levy, once developed.

**Executive Summary**

The strategy to be developed; 'Central Bedfordshire Approach to Leisure Facilities' will set out the context in which it has been drafted; the changing role of the Council, localism and changing financial landscape. It will be subject to formal consultation with key stakeholders and by Overview and Scrutiny Committee prior to a report on the proposed final document for approval and adoption by Executive by December 2012.

A detailed project plan to develop the strategy will be agreed in consultation with the Executive Members.

## Background

1. The strategy will enable a clear view to be gained on the quantum and location of facilities for the area. It has become apparent over recent months that a document of this nature, setting out the rationale, strategic context and other issues is essential to assist in considerations and decisions about the development of leisure facilities in the area, facing the Council, and other key stakeholders, now and in the future.
2. The proposed approach needs to be considered in the context of the changing role of the Council, the new responsibility for Public Health and the establishment of a Health and Wellbeing Board, the Localism agenda and the changing financial landscape within which we are operating. The latter is particularly pertinent given the historical revenue and capital budget contributions that the Council has made to provide, maintain and operate leisure facilities in the area.
3. The purposes of creating the 'Central Bedfordshire Approach to Leisure Facilities' is to identify what type of leisure facilities are needed in our communities now and in the future, recognising key demographic issues including:
  - current and forecast population of the area (from 252,900 in 2009 to 290,000 in 2021 and 335,000 in 2031);
  - projected changing age profile of the population with older people representing 19% of all people in 2021, compared to 15% in 2009;
  - significant housing growth with 54,000 units planned between 2001 and 2031, (2001 2021 : 33,000, 2021 2031 : 21,000);
  - level of physical activity with physical activity being a serious increasing health problem. Currently those reported to be physically active in Central Bedfordshire, both children and adults is better than the England average at 92.4% against 90.0% and 14.3% against 10.8% respectively.
4. The strategy document will propose a view and an approach for the provision of leisure facilities in the area; the second part will consider options on how facilities could be provided and operated in the future, type of operating models for facilities and options on the role of the Council.
5. The scope of the document will cover leisure facilities, that is: leisure centres, swimming pools, sports halls and health and fitness suites and playing pitches with reference to other sporting/leisure facilities as appropriate.
6. The strategy will aim to support the provision of flexible and fit for purpose leisure facilities across Central Bedfordshire giving opportunities for local communities to undertake formal activities within strategically located sites. It will be developed to ensure an evidence led approach to the strategic positioning of formal facilities through out the area, whilst promoting informal activities for all.

### **Current position**

7. The Council has responsibility for 6 facilities, inherited from legacy district authorities of Mid and South Bedfordshire:

Dunstable Leisure Centre  
Houghton Regis Leisure Centre  
Tiddenfoot Leisure Centre, Leighton Linlade  
Saxon Pool and Recreation Centre, Biggleswade  
Flitwick Leisure Centre  
Sandy Sports and Community Centre

8. Financial viability of leisure facilities will be a key element in the future when options on operating models are considered.

### **Next Steps and Consultation**

9. To allow time for the development of the strategy, the proposals with regard to the extension of the leisure management contracts in the north, retendering of the Houghton Regis leisure centre contract and the associated financial implications as set out in report EX1, need to be agreed.
10. It is proposed that a project plan with detailed timetable is agreed in consultation with the Executive Members to enable the strategy to be developed over the next 12 – 18 months and that regular updates are provided to the Executive Members.
11. The key stakeholders who will be formally consulted include: Sport England, Public Health, Town and Parish Councils. A number of stakeholder discussions will also be held and information will be provided on the Council web site and comments invited from local residents.

### **Background Papers:** (open to public inspection)

Central Bedfordshire Together Sustainable Community Strategy 2010 – 2031  
Central Bedfordshire Key Facts and Figures : January 2011  
Central Bedfordshire : Town and Ward briefings  
Central Bedfordshire : Joint Strategic Needs Assessment 2010 (JSNA)  
Planning Policy Guidance 17 : Planning for open space, sport and recreation  
Sport England Active Space Toolkit

### **Location of papers:**

Central Bedfordshire Council website:

[http://www.centralbedfordshire.gov.uk/images/KeyFactsAndFigures\\_January2011\\_tcm5-33697.pdf](http://www.centralbedfordshire.gov.uk/images/KeyFactsAndFigures_January2011_tcm5-33697.pdf)

<http://www.centralbedfordshire.gov.uk/council-and-democracy/statistics/ward-profiles/default.aspx>

<http://www.centralbedfordshire.gov.uk/council-and-democracy/statistics/joint-strategic-needs-assessment.aspx>

Sport England website:

<http://www.activeplaces.com/Index.asp?Authorise=true>

**Meeting:** Executive  
**Date:** 23 August 2011  
**Subject:** Proposed Dunstable Enterprise Centre (Incuba Project)  
**Report of:** Cllr Maurice Jones, Deputy Leader and Executive Member for Corporate Resources

**Summary:** This report proposes the establishment of a new exemplar business incubation facility to support the regeneration and future employment needs in the Dunstable area. Central Bedfordshire Council, through the inclusion of the land asset at the old Fire Station site (Brewers Hill Road, Dunstable) will enable Central Bedfordshire College, with the benefit of European Funding, to develop facilities for the provision of a new enterprise centre providing support for start up and growing business with an additional focus on developing the low carbon technology centre and training opportunities within this sector.

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**Advising Officer:** John Unsworth, Assistant Chief Executive, Resources  
**Contact Officer:** Peter Burt, Head of Assets  
**Public/Exempt:** The report is public with the financial details contained in a separate report at agenda item EX2.  
**Wards Affected:** All Dunstable and Houghton Regis Wards  
**Function of:** Executive  
**Key Decision** No  
**Reason for urgency/  
exemption from call-in  
(if appropriate)** N/A

#### **CORPORATE IMPLICATIONS**

##### **Council Priorities:**

The project directly fits with the Council's priority to manage growth effectively, through both stimulating jobs growth to match housing growth and also promoting the use of low carbon technologies to reduce the impact of development on the environment. The project will also positively impact on the corporate priority, educating, protecting and providing opportunities for children and young people, through the provision of learning and low carbon technology demonstrator space aligned with the College's training aspirations.

The project is a clear example of activity to support the Council's vision for Central Bedfordshire to realise its economic potential and address local economic and regeneration needs in the south of the Central Bedfordshire area.

**Financial:**

The use of European Regional Development Fund (ERDF) funding does not commit the Council to any capital financing from its own funds, but it will be foregoing potential capital receipts in return for future revenue income.

Further information on the financial implications can be found in the exempt report at agenda item EX2.

**Legal:**

The Council's Legal Service has been advised of the proposed transaction and will be able to prepare the Agreement for Lease.

Section 2 of the Local government Act 2000 gives the Council power to do anything which it considers is likely to achieve the promotion or improvement of the economic well-being of Central Bedfordshire. In exercising this power, the Council must have regard to its sustainable community strategy.

Under section 123 of the Local Government Act 1972, the Council has a general power to dispose of land. Normally, the Council must obtain the best price that can reasonably be obtained when it disposes of land. However, the Secretary of State may consent to a sale at a lower value and a general consent has been issued permitting a local authority to dispose of land at less than market value where it considers that the disposal will contribute to the achievement of the promotion or improvement of the economic well-being of its area. This general consent is subject to a limit of £2M.

**Risk Management:**

The transfer of the land will require monitoring of the development to protect the prospective income and the Council's share of the income. All project delivery risks will be owned by Central Bedfordshire College.

There is a risk that the revenue from the lettable space may not be achieved and this will in turn have an adverse impact on the proposed return on capital employed.

**Staffing (including Trades Unions):**

No additional staffing is required to complete the transfer or to manage the property in the short term.

**Equalities/Human Rights:**

Under the terms of equality legislation, when developing proposals and making policy decisions public authorities must ensure that decisions are made in such a way as to minimise unfairness, and they do not have a disproportionately negative effect on people from different ethnic groups, disabled people and men and women.

The property disposal will be carried out to obtain consistency to ensure there are no disproportionate negative effects. Delivery of the Incuba project will provide dedicated business support to target groups including Women and Black and Minority Ethnic Communities, having a positive impact on these groups.



**Community Safety:**

The acquisition will consider all aspects of community and voluntary sector use of assets and the safety of all our properties is paramount.

**Sustainability:**

One of the key aspects of this disposal is to facilitate the regeneration of the land around Brewers Hill Road and to deliver jobs growth and sustainable development as part of the Council's activity to support the creation of 27,000 new jobs by 2026. The project is also providing support to target groups and areas with the highest levels of unemployment in Central Bedfordshire.

**Summary of Overview and Scrutiny Comments:**

- This report has not been considered by the Customer and Shared Services Overview and Scrutiny Committee.

**RECOMMENDATION:**

**that the Executive approves the disposal of the land to Central Bedfordshire College outlined on the plan attached at Appendix A on a 125 year lease to aid the use of money provided by European Regional Development Fund to enable the regeneration and local business support to proceed.**

Reason for Recommendation:	Central Bedfordshire Council support for the project will enable the delivery of a new exemplar Enterprise facility to stimulate the local economy, deliver jobs and training and support the developing low carbon sector. It will also bring externally secured funding and help stimulate new business growth and enterprise within the Dunstable and Houghton Regis area.
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**BACKGROUND INFORMATION:**

1. Central Bedfordshire College have been developing a European Regional Development Fund (ERDF) Axis 3 project, focusing on the provision of a new enterprise facility and a low carbon technology demonstrator space in sustainable construction, to help support the growth agenda and meet local skill needs. Priority Axis 3 funding is part of the €110.9 million 2007-13 East of England ERDF approved program and seeks to identify and implement best practice in reducing the carbon footprint of businesses, communities and settlements, focusing efficient use of resources, development of clean or renewable energy sources and support for eco-friendly design. The Priority will also seek to improve overall competitiveness and economic performance. Under this Axis, the proposed centre (Incuba) would provide specialist facilities, start up advice and support, accommodation and wider environment for business growth, demonstrating state-of-the-art renewable energy technologies, low carbon construction and energy efficiency.

2. The project consists of a high quality new build facility, to be located on the Brewers Hill Road former fire station site (in Council ownership), of approximately 32,500sq.ft. This would provide approximately 10,000 sq.ft of demonstration space and approximately 20,000 sq.ft of lettable incubation space within 26 business units. The demonstration space would include a number of low carbon technologies for their adoption by businesses or for training to individuals on these new technologies. Within the ERDF Business Case it is projected that the Incuba project would deliver 125 new direct jobs and support 205 businesses to either start up or grow by 2013, in addition to wider skills development and business innovation activities stemming from the centre, stimulating further local jobs and business growth. These figures are based on experience from similar historic projects, expected employment densities from floor space available and through consultation with business support providers. The project will play a significant part in attracting new private sector investment to the area and developing an enterprising culture in the Dunstable/Houghton Regis area.
3. The project addresses the findings of the Local Economic Assessment relating to the need to stimulate business growth and take up of business support. This will be achieved through providing local access to dedicated support and funding programmes, providing business networking and best practice learning opportunities and offering a step change in the quality and quantity of business start up accommodation in the area. Through the provision of targeted business support the Incuba project seeks to support Women and the Black and Minority Ethnicity communities to maximise business start up in these groups whilst continuing to support and extend existing business infrastructure.
4. The low carbon focus of the project will also support the development of this key growth sector in Central Bedfordshire and help address local business concerns over higher energy costs, through the adoption of more efficient processes and reducing waste. The Incuba project seeks to save 875 tonnes of CO2 emissions within Central Bedfordshire by April 2015.
5. The project also supports the wider Council objective of educating the local community and providing young people with opportunities, through supporting the College's ambitions for the area and the provision of additional high quality demonstrator space for learning opportunities and promoting business and education collaboration.
6. The College will require a firm commitment from the Council as a part of this business case, including a match funding certificate and agreement on the use of the site.

### **Council activities**

7. To date the Council has supported the Incuba Centre project development in principle based on delegated powers to carry out the functions of the Council concerning Regional, European and International issues and relationships. The project has been included within the Central Bedfordshire ERDF Sub Regional Plan and Luton Gateway business plan.

Officers have worked with the College including sharing important research commissioned by the Council supporting the need for dedicated enterprise space in Central Bedfordshire and specifically Dunstable and the surrounding area, the first by UKBI '*Study for the provision of premises for start-up, small and growing firms in Central Bedfordshire*' (2010) and the second by SQW (Used to be Segal Quince and Wicksteed – Management Consultants) "*Dunstable Enterprise Facility Feasibility Study*". Both reports are listed as background papers.

8. The SQW research finds that an enterprise culture needs to be fostered in Dunstable and the surrounding area to support regeneration and stimulate jobs growth and that a number of market failures exist in the area, both specifically to Dunstable and in the provision of business support. However, evidence shows that a well managed enterprise facility can create demand for start up business/ enterprise units and stimulate a local entrepreneurial culture as it becomes an enterprise destination and the centre for wider business growth activities. These factors combine to increase the level of new business start ups and resulting jobs growth in an area. Such a centre would provide a step change in the type and quality of commercial premises available in Dunstable and the surrounding area.
9. In addressing the wider market failures there would need to be a number of fundamentals ("must haves") that the centre will need to provide:
  - easy-in/easy-out terms flexible space for business units;
  - shared, community, facilities;
  - high quality facilities that can help to increase the footfall through and awareness of the centre beyond the tenants and across a wider network of businesses;
  - fast internet connections; and
  - an effective programme of business support.
10. A Management Committee will be developed by the College, to oversee the delivery of the project and monitor outputs. This would include the College and a place for the Council, with additional enterprise support experts also on the Committee, to ensure the centre is operating to best practice and meeting the "must haves" noted above.
11. A number of sites for the centre were considered, including Brewers Hill Road, Kingsland and town centre locations. It was concluded that the most appropriate site would be Brewers Hill Road, based on the site's location and development opportunity.

### **Financial and other Considerations**

12. The College are aware that in any commercial agreements the full value of the land would be considered with the Council retaining ownership of the site. As the land was included in our original assumptions for capital receipts it will be replaced by other assets held for disposal.

13. Central Bedfordshire Council are being asked to support the project by putting its land into the development, by way of a long lease at a peppercorn rent and without a capital receipt but to receive a return on the land value from a share of the income from the completed development. The Business Case for deploying the Council's land for the delivery of the Incuba project has been considered through the Council's Corporate Project Commissioning Process. The business case was endorsed through this process for submission to the Executive and is available as a background paper.
14. A solution to the existing use of the site by the Council as an overflow car park for Watling House will be required. The Incuba proposal would result in the loss of this site and alternative parking provision will be required. This is being investigated by Assets, seeking use of the adjacent National Grid site and as part of a wider planning and development brief for the Brewers Hill area. An alternative solution may be to deck the parking on the Incuba site or part of the existing Council car park and this will be considered as part of the medium term accommodation plan. The Incuba centre would need to undergo the statutory planning application process before development can proceed.
15. Subject to approval by the Councils' Executive, the programme for the project envisages:
  - Agreement for Lease signed: 31/10/11
  - College published works tenders 01/11/11
  - Works contracts awarded 21/1/12
  - Business mentoring activity starts 15/1/12
  - Centre Opening 28/2/13

## **Appendix A - Plan of Brewers Hill Road Site**

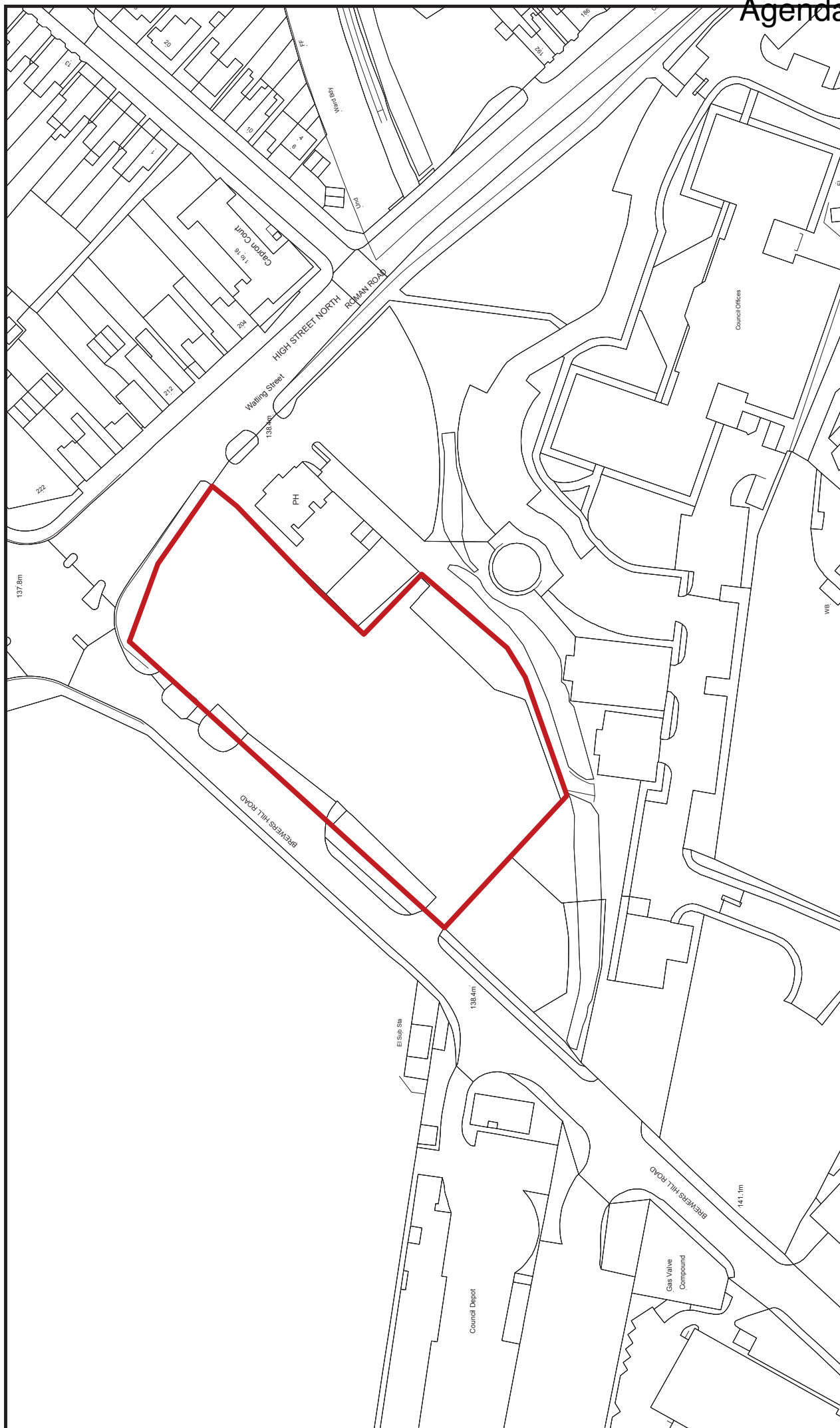
### **Background Papers**

SQW "*Dunstable Enterprise Facility Feasibility Study*"  
Council Corporate Project Commissioning Process Business Case (2011)  
*UKBI Study for the provision of premises for start-up, small and growing firms in Central Bedfordshire* (2010)

Background papers will be available within the member's area or via Peter Burt-  
[peter.burt@centralbedfordshire.gov.uk](mailto:peter.burt@centralbedfordshire.gov.uk) 03003005281



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Ordnance Survey 100049029.  
Central Bedfordshire Council.  
Cities Revealed aerial photography copyright  
The GeoInformation Group, 2010



**Land in Dunstable**

**Date: 11 August 2011**

**Scale 1:1250**



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